



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MEDICAL DEPARTMENT CENTER AND SCHOOL
AND FORT SAM HOUSTON
2250 STANLEY ROAD
FORT SAM HOUSTON, TEXAS 78234-6100

REPLY TO
ATTENTION OF

MCCS-BPM-S (385-10c)

18 Dec 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Safety Policy

1. As commanders, supervisors, and managers you are all leaders in promoting safety. You are accountable for using risk management principles to protect our valuable resources - personnel, equipment, and facilities. During a recent town hall meeting, I stressed the four cornerstones of my leadership philosophy: quality, empowerment, discipline, and service. These principles encompass safety.
2. Quality is giving safety the same priority and level of importance as that of any product or service you provide. As leaders, you must set the example on and off-duty. Require your personnel to do the right thing all the time and strive to continuously improve your own safety processes.
3. Trust your personnel. Empower them with the authority to make informed risk management decisions to complete the mission safely.
4. Apply discipline evenly and justly in order to hold people accountable for their actions. Implement safety performance as a rating element for officer and noncommissioned officer evaluation reports and civilian performance appraisals.
5. Service is being committed to doing your job and accomplishing the mission with safety in mind. Safety is everyone's mission, all the time, and great organizations are great at everything they do!
6. Safety has always been important to me, and I know it is important to Fort Sam Houston. We must continue to provide the leadership in making safety a priority.

A handwritten signature in black ink, appearing to read "Kevin C. Kiley", is positioned above the typed name.

Kevin C. Kiley
Major General, MC
Commanding

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A & B